



**Annual Marketing and Communication Plan
for Fiscal Year 2010**

A. Executive Summary

The federal *Developmental Disabilities Assistance and Bill of Rights Act* (Pub. L. 106-402) provides states with federal funds to engage in advocacy, capacity building, and systemic change activities on behalf of persons with disabilities. The Indiana Governor's Council for People with Disabilities (Council) is the designated independent state agency established by Indiana Code IC 4-23-29 and is solely responsible for the development of a state disabilities plan and engaging in activities consistent with that enabling legislation and the federal legislation.¹ The Council supports a wide variety of innovative programs and model services to assist the efforts of Hoosiers with disabilities to become independent, productive and full members of their communities. Projects are funded as part of the implementation of the Council's Five Year State Plan. Some initiatives are carried out by staff, some by independent contractors and some through contracts with nonprofit community organizations.

The Council has contracted with an outside public relations and marketing firm, currently Borshoff, to develop and market certain communication initiatives. This arrangement allows Council staff to devote more time engaging stakeholders and developing Council strategies and programs while being able to leverage the marketing firm's expertise in distributing public information. The contract will expire on January 31, 2011.

Note:

The Governor's Council for People with Disabilities is entirely funded by federal dollars and does not receive any state appropriated funds. The Council operates on a federal fiscal year, Oct. 1 through Sept. 30.

B. Background and Rationale of Plan

The Council's communication plan exists to articulate a comprehensive approach to implement the State Plan and to maximize the use of Council resources in meeting the federal mandates set forth in the Developmental Disabilities Act. Some of the reasons for the Governor's Council for People with Disabilities to communicate are listed below.

- Keep stakeholders informed about Council activities.
- Provide ongoing project updates.
- Distribute major reports and findings.
- Educate people about disability related issues.
- Make people aware of the Council and the impact it is having.
- Solicit and acquire input relating to Council activities.
- Understand the needs of the disability community.
- Provide information and sound policy advice to state and federal government officials.
- Promote programs that further the Council's mission of advancing independence, productivity and inclusion of people with disabilities in all aspects of society.

¹ 42 U.S.C.A. § 15024

This communication plan is meant as a guide to insure that the Council's communication actions mirror and support the State Plan. It describes the audiences that should be hearing from the council and ways to reach them. Conversely, it talks about ways for getting feedback on those messages as well as hearing fresh communication from key audiences. The Council has a wealth of ways to communicate with its audiences, each with its own costs, strengths, and weaknesses. Section G outlines these regular communication activities used by the Council and presents an order form to generate special actions

C. Situation Overview

Strengths

The Council is authorized under the federal *Developmental Disabilities Assistance and Bill of Rights Act* which sets forth specific mandates to be accomplished by the Council. As an independent and nonpartisan state agency, the Council is able to better serve as an advocate for individuals with disabilities. The Council benefits from the general view within the disability community of being respected and knowledgeable on issues pertaining to disability policy and rights. As a result, the Council has developed a growing community of active consumers and advocates and is better able to engage and influence partner organizations and stakeholders.

The Council's budget is entirely funded with federal dollars allocated under the *Developmental Disabilities Assistance and Bill of Rights Act*. This funding has historically been stable and allows for the Council to reliably plan for the short and long term. The Council is required to allocate at least 70% of its budget on activities related to the State Plan. In addition to direct implementation, the Council provides support and funding to several partner organizations on initiatives that further the Council's mission and goals, such as The Arc of Indiana, Mental Health Association of Indiana, Indiana Institute on Disability and Community, and Indiana Protection and Advocacy Services. These types of partnerships allow the Council to stay informed of emerging disability rights issues and to coordinate more effectively on a statewide level. The Council is able to exercise effective oversight and strong accountability through its reporting mechanisms, thus providing the Council the opportunity to frequently review and assess the direct and indirect impact of its funded projects and to adapt its strategy in order to make better use of resources.

The Council has contracted with an outside public relations and marketing firm to develop and market certain communication initiatives. This arrangement allows Council staff to devote more time engaging stakeholders and developing Council strategies and programs while being able to leverage the marketing firm's expertise in distributing public information.

The Council benefits from a small but knowledgeable staff which allows the Council to be nimble and responsive to change.

Weaknesses

The sheer volume and composition of the Council's targeted audience presents unique challenges which poses inherent problems in being able to measure the Council's impact with a certain level of accuracy. The size and diversity of the disability community make measuring the actual impact of Council efforts harder due to a lack of resources and effective measuring tools.

The Council is an advisory body whose authority lies in its power to persuade others to support its position. The Council's messages must compete with sometimes conflicting messages from traditional service providers, other

organizations, the media, and the general community. This, among other factors, has contributed to a lack of cohesion within the disability community and a lack of awareness of disability rights in the general public.

Opportunities

A main goal of the DDA Act was to create developmental disabilities councils, like the Indiana Governor's Council for People with Disabilities, in every state and territory to serve as an advocate for fundamental systems change, including legal services, advocacy, and capacity building at the state and local levels. In this capacity, the Council has the opportunity and is encouraged to be innovative and responsive to new ideas. This opportunity is enhanced by a changing economic climate that may present opportunities and needs for new partnerships and collaboration.

As technology continues to become more available and affordable, the Council is able to reach more segments of the community. Additionally, improvements in technology have contributed to increased accessibility for persons with disabilities which allow the individual to more fully engage their community and the Council.

Threats

The current economic downturn poses an immediate threat to program and individual support for people with disabilities.

The scope of law and rules related to disability rights issues is very broad, affecting every national, state, and local government entity. People with disabilities receive services from many different government agencies, adding complexity and a heightened need for coordination among providers. Lack of resources, poor coordination, and competing agency interests and priorities continue to pose a risk of diminished responsiveness.

As with other civil rights legislation, there has been socio-legal backlash resulting from the implementation of such laws as the Americans with Disabilities Act (ADA) and the Individuals with Disabilities Education Act (IDEA), particularly in the area of compliance. Specifically, there is a growing sentiment that disability rights laws divide individuals into two categories - those with disabilities and those without - and that people with disabilities are benefiting at the expense of the nondisabled population. This mentality threatens to reduce the impact of the ADA and other disability rights efforts.

Myths and unsubstantiated views presented by the media and various groups that depict people with disabilities as superhero or people to be pitied or seen as helpless continue to undermine the effort to create a truly inclusive society.

D. Target Audience

The Governor's Council for People with Disabilities has numerous audiences that it is required to engage.² A list of some of the key ones follows in this table. Each audience is listed by name and described in terms of its relationship to the Council. The last column describes what kind of response the Council might expect from each group.

The last column describes what kind of response the Council might expect from each group. Three levels of response are possible: understanding, acceptance (understanding + buy-in), and action (understanding + buy-in + action response). In each case, we list the normal desired situation, and then add detail about what might be expected.

Table One – Audiences		
Audience	Nature	Response
People with Disabilities (PWD) and their family members	Hoosiers with cognitive, physical, sensory and psychiatric disabilities or their family members. Interested in learning about issues that affect them, participating in the decision process, receiving services and support, being respected and valued, and being independent.	<u>Action</u> . To advocate for inclusion individually and for the disability community.
Federal Agencies	Federal Agencies, Commissions, other rulemaking bodies or entities tasked with recommending or implementing policy.	<u>Acceptance</u> . Listen to and respect our opinion on their policy matters.
Governor	Chief Executive of the State. The governor has the authority to appoint and remove certain board members.	<u>Acceptance</u> . Advance policies that impact people with disabilities in a positive way.
State Legislature	Generally sympathetic to disability rights issues but not necessarily well-informed. Under the DD Act, the Council serves as an educational resource for legislators.	<u>Acceptance</u> . Advance policies that impact people with disabilities in a positive way.
State Agencies	The Department of Education, Family and Social Services Administration, and the Department of Health are represented on the Council board as nonvoting ex-officio members. Additional agencies with shared interests include, but are not limited to, the Civil Rights Commission, Economic Development Corporation, Department of Workforce Development, Housing and Community Development Authority.	<u>Action</u> . This is the best way to get legislative programs initiated. To increase inclusion of people with disabilities in program planning.
Members of Congress	Generally sympathetic to disability rights issues but not necessarily well-informed. Ready to listen to constituents.	<u>Acceptance</u> . Advance policies that impact people with disabilities in a positive way.
General Public	Generally sympathetic to disability rights	<u>Acceptance</u> . Need to understand that an inclusive community is beneficial

² 42 U.S.C.A. § 15024

Table One – Audiences		
Audience	Nature	Response
	issues but not necessarily well-informed.	for all.
Local Government Officials		<u>Acceptance</u> . Hope for commitment from officials to comply with ADA.
Other Disability Organizations	Various organizations representing smaller segments of the PWD community. Includes ARC, ADA Indiana, ILC's, INARF, IPIN, INSOURCE, UBDATA, VSA Arts, UCP.	<u>Understanding</u> . Hope for general awareness of Council activities and positions. May need close connection on specific activities.
Issue Specific Organizations	Generally not involved in disability rights related issues unless it affects their interests.	<u>Understanding</u> . Awareness and understanding of common interest.
Education Community	Preschools, K-12, Colleges and Universities, interested in complying with ADA and IDEA.	<u>Understanding</u> .
Project Partners	Fifth Freedom, Self Advocates	<u>Understanding</u> .
Business Community	Generally not involved in disability rights related issues unless it affects their interests. Interested in ADA issues.	<u>Understanding</u> . Commitment to comply with ADA and to create an inclusive workplace and accessibility of services and goods.
Media	Includes major TV, radio, print, weekly and daily newspapers outlets. Contact is typically made through our PR firm.	<u>Understanding</u> . Be responsible and understand their ability to present views is powerful and influences public opinion.

E. Objective and Goals

The Vision: Hoosier Communities will be accessible, inclusive and respectful of all their members.

The Mission: To advance independence, productivity and inclusion of people with disabilities in all aspects of society.³

The mission of “independence, productivity and integration” for Hoosiers with disabilities will be advanced by the Council through a variety of strategies. Below are the goals and objectives for FY 2010 as described in the *State Plan for People with Disabilities*.⁴

- I. *People with disabilities and their families are advocates and organizational leaders throughout the state.*
 - a. Continue to support Self Advocates of Indiana (SAI).

This advocacy group empowers people with developmental disabilities to advocate on their own behalf. Success will be measured by the number of developed regions, new chapters, trained advocates, and policy makers educated about SAI.
 - b. Continue the Consumer Investment Fund

The Consumer Investment Fund was established to assist people with disabilities and their family members to access training events, conferences and governmental affairs that they otherwise would be unable to attend. Success will be measured through follow up evaluation.
 - c. Initiate a Youth Leadership Forum program for high school juniors and seniors with disabilities.

The purpose of the Youth Leadership Forum is to provide young people with disabilities the opportunity to learn and appreciate the cultural history of the disabilities movement, to understand their rights and responsibilities in securing optimal employment career, to learn from successful adults with disabilities, and to cultivate leadership, citizenship, and social skills necessary to be community leaders, role models, and mentors. Success will be measured through follow up evaluation.
- II. *Adults with disabilities and the families of children with disabilities have choice and control over the services they receive.*
 - a. Establish a Self Advocates advanced leadership initiative.

The purpose of this initiative is to empower knowledgeable, self-determined individuals with disabilities to understand and enlighten others on the features of good person centered planning, routine life choices, and what it means to be self-determined. The initiative will include at least: best practice research, development of a model curriculum and materials, pilot training program, statewide dissemination of the program. Success will be measured by information obtained from direct management and by measuring consumer satisfaction.
 - b. Create and distribute print and electronic publications that will inform the public about state and national current events, recent studies, best practices, public policy and Council initiatives

Materials may include newsletters, targeted mailings, studies, flyers, brochures, position papers, fact

³ See 42 U.S.C.A. § 15001

⁴ See State Plan for People with Disabilities: FY 2007-2011 available at <http://www.in.gov/gpcpd/2362.htm>

sheets, progress reports, and an annual report. Success will be measured using one or more of the following: reader satisfaction evaluation survey, focus group, telephone survey, timeliness of issues, email survey.

- c. Inform all stakeholders about services, rights and responsibilities under the Home and Community Based Services waiver.

This will be accomplished through the publication of the updated Medicaid Waiver Guide, workshops and training events, and the *On Target* and Council E-Newsletter. Success will be measured using a reader satisfaction survey.

- d. Promote the inclusion model through the education system.

This initiative may include: sponsoring conferences, sponsoring training, coalition building, and publications. Success will be measured using appropriate methods based on the action taken.

III. *State and local coalitions effectively address key social issues that affect people with disabilities.*

- a. Conduct the Indiana Conference for People with Disabilities

This annual statewide conference focuses on the disability prospective regarding current topics and events, and incorporates the following: best practices showcase, highlights of model public policy, exploration of issues that impact people with disabilities, engagement of people in discussion, providing of skill building techniques, networking opportunities, and continuing education offerings. Success will be measured by participant evaluation and conference attendance.

IV. *Public policy that advances the rights of people with disabilities, integration and best practices is embraced throughout the state.*

- a. Promote best practice policies through Council participation in state level policy making initiatives.

Participation may include the State Use Law committee, Family Support Council, and other initiatives to be determined.

- b. Promote National Disability Employment Awareness Month Disability Mentoring Day.

In doing so, the Council hopes to empower students and job seekers with disabilities, promote an inclusive workspace, highlight the contributions workers with disabilities can make, and match job shadowing and hands-on career exploration opportunities for people with disabilities.

V. *People with disabilities, their contributions and rights are valued and respected by all aspects of society.*

- a. Continue to sponsor March Disability Awareness Month (MDAM).

By sponsoring MDAM, the Council hopes to fully engage the public and private sectors in an array of activities which may include: mayors' proclamations, recognition events, essay contests, community celebrations, and art contests.

- b. Sponsor the Community Spirit Awards.

The purpose of the Community Spirit Awards is to recognize the efforts of those individuals and organizations that make a difference, through their advocacy efforts, to insure that people with disabilities and children with disabilities have the opportunity, supports, and access they need to become fully included in society. Success will be measured the award presentation, luncheon attendance, media coverage, and participant evaluation.

- C. Create a series of multimedia products depicting the history of the disability movement in Indiana for various venues and distribution.** Products may include DVD, booklets, CD, slides, PowerPoint presentations, brochures, personal illustrations, creative works, permanent museum display, and a website. Success will be measured by the creation of the products, museum commitment to support the project and maintain a display or installation, and the establishment of the website.

F. Positioning Statement

The objectives of the Communication Plan are to implement the mission statement's goals. By creating a concrete diagram of all of the communication that occurs within and outside of the Council, the Council hopes to relieve some of the difficulties promoting and advocating for disability and disability awareness within the state of Indiana.

G. Marketing Strategies

These vehicles are options that have been used or discussed in the past and are available as needed. Some, like brochures, are always available; others require significant effort to create and distribute. The tables below describe many characteristics of each vehicle. These are intended to help people understand which vehicle might be most useful in a given situation. Other vehicles could be considered.

1. Internal Communication

Internal / Incoming Communications							
Vehicle	Description	Audience Size	Frequency	Cost of Preparation	Lead Time to Prepare	Strengths and Weaknesses	Feedback Mechanism
Staff Meetings	Informal planning sessions with project updates.	All staff	Semi-monthly	Staff time	1 day	Effective way to share ideas. Time limit prevents in-depth discussion.	Direct feedback.
Board Meetings	Administrative meeting of Council Board of Directors	Board members and Council staff	Quarterly	Staff time preparing for meeting, copy and print costs.	1 week		Direct feedback, annual evaluation (Carver)
E-mail or Phone	Messages to staff	Small	Sporadic	Staff time	NA	Supplements other feedback.	Direct feedback.

Internal / Incoming Communications							
Vehicle	Description	Audience Size	Frequency	Cost of Preparation	Lead Time to Prepare	Strengths and Weaknesses	Feedback Mechanism
Board Reports	Staff prepared progress report to inform board of Council's progress	Board members	Quarterly	Staff time, copy and print cost, postage.	1 week	Concise summary of key activities. Format needs to reflect Carver model.	Direct feedback.

2. Outgoing Communication

Outgoing Communication							
Vehicle	Description	Audience Size	Frequency	Cost of Preparation	Lead Time to Prepare	Strengths and Weaknesses	Feedback Mechanism
State Plan	<i>State Plan for People with Disabilities.</i> Overall scheme of how the private sector, state and local government could best achieve the vision of accessible inclusive Hoosier communities.	The disability community, policymakers, other interested parties	5-year plan, updated annually.	Staff time. Cost of facilitating focus group. Copying and distribution costs.	16 – 24 months.		Direct feedback.

Outgoing Communication							
Vehicle	Description	Audience Size	Frequency	Cost of Preparation	Lead Time to Prepare	Strengths and Weaknesses	Feedback Mechanism
Website	Internet address for Council information.	Unknown	Continuously	Staff time to update and insert material.	1 week	Wide variety of current information; our main audience familiar with content. Need to monitor and keep information fresh.	Includes contact information and online comment form.
<i>On Target</i> Newsletter	4-8 page printed newsletter with articles related to disability issues and council activities.	(1200) People with disabilities, families, and interested parties	Monthly	Staff and committee time writing articles.	4-6 weeks	Reaches statewide audience. Passive.	Contact information provided.
E-mail Newsletter	Short articles, events, links of interest, time sensitive material, distributed in electronic form.	(~1000) Disability community, partners, interested parties.	Bi-weekly	Staff time compiling articles.	1-2 weeks	Reaches Council stakeholders quickly and proactively. Issues sometimes hidden if list of topics is long.	Contact information provided.

Outgoing Communication							
Vehicle	Description	Audience Size	Frequency	Cost of Preparation	Lead Time to Prepare	Strengths and Weaknesses	Feedback Mechanism
Council Display	Booth or table display in exhibit hall with Council publications.	The disability community , other parties interested in a specific project (i.e., partners)	2-3 times per year	Staff time and booth expense. Organizing, transport, setup.	3-4 months	Reach stakeholders and tell them about Council activities	Direct feedback.
Statewide Conference	Two-day disability conference.	The disability community, providers.	Annually	Staff time to organize.	9 months.	Opportunities for networking, focused learning. Limited audience.	Direct feedback.
Awards Program	Recognizes individuals and organizations that for their advocacy efforts.	Conference attendees, advocates	Annually	Staff time to organize, solicit & review applications.	3 months.	Raises awareness of exceptional activity in the community that promotes inclusion.	Direct feedback.
Other Council Sponsored Workshops		Various based on topic	Periodic	Preparation effort.			
Co-sponsored Conferences & Training Events		Various attendees based on topic, other co-sponsors	Periodic				

Outgoing Communication							
Vehicle	Description	Audience Size	Frequency	Cost of Preparation	Lead Time to Prepare	Strengths and Weaknesses	Feedback Mechanism
Press Releases	Council or disability related story for the popular press, print or electronic.	x00,000	As needed	Develop a good story, contact media.	1 week	Reaches wide audience. Information might be ignored.	Indirect feedback loop.
Partners in Policymaking Academy	Eight-week training course equips PWD and parents of PWD to work effectively with local policymakers.	30-40	Biennial	Staff time to organize, solicit and review applicants. Copying and distribution costs.	6 months	Intensive training, builds long-term relationships between the disability community and the Council.	Direct feedback. (Partner feedback and project update.)
March Disability Awareness Month	Statewide campaign to raise awareness on behalf of people with disabilities.	x,000,000	Yearly	Staff time updating information. Cost of producing, distributing material.	6 months	Fosters community participation. Actual impact hard to measure.	Direct feedback. (Coordinator evaluation, media analysis.)
Public Policy Seminar	One day seminar about the legislative process.	50-100	Periodic	Staff time to organize, arrange for speakers.	3 months	Allows interested individuals to interact with their legislators.	Direct feedback.

H. Evaluation and Monitoring

Feedback is key to ensuring the ongoing effectiveness of the Council. In addition to determining whether people feel our communicators are doing a credible job, feedback will focus on finding the answers to a series of questions, for example, whether people:

- Understand what the program will deliver;
- Understand when the program will deliver specified capabilities;
- Understand the progress of the program;
- Understand the issues of the program;
- Feel they have been involved in what is happening;
- Feel they have had a chance to voice their opinions;
- Feel their questions have been answered;
- Believe in the program and “own” the program;

By evaluating feedback we will be able to adapt the Marketing and Communication Plan in order to meet the needs of the audience at any given point in time. This will enable continuous improvement for future communication.

Face to face communication events (e.g., communication sessions, workshops and walkabouts) will provide an opportunity for the audience to give feedback directly to the communicators.

Details of the feedback received, communication, together with any subsequent changes to the plan, will be given to program managers at designated meetings.

I. Budget

All of the expenditures below are federally funded. The Council does not receive any state appropriated funds. All publications must meet ADA standards and must be offered in accessible format on request.

Description	Approximate Cost	Other Info
Paid Media	----	None
Public Relations Contract		Currently Borshoff
↳ Disability Awareness Month	*\$125,000	Posters, bookmarks, stickers, brochures and twenty-two different planning packets are offered to community groups and advocates to assist in planning disability related events and activities.
↳ <i>On Target</i> Newsletter	*\$75,000	Includes all PR time for research, recommending and finalizing story ideas, writing, editing, design, layout and production; plus printing costs. Mailing and postage costs are billed directly to the Council by DMA, the mail house
↳ Other Activities	*\$50,000	
Partnerships / Sponsorships	----	Sponsorships and partnerships are determined on a case by case basis.
Various organizations		
Promotional Items	\$0.00	
None		
Other Publications⁵	\$10,000	A majority of the publications are available on the Council's website. Hard
State Plan for People with Disabilities		Copies are available free of charge. Supplies are replenished as needed.
Annual Report		
Council Brochure		
Power of Words Brochure		
Legislative Process Booklet		
Medicaid Waiver Guide (English)		
Medicaid Waiver Guide (Spanish)		
Partners in Policymaking Brochure		
ADA Response Postcard		
Activities Awareness Booklet		
Removing Barrier for Voters		
Toll Free Resource Guide		
<i>The Advocate</i> Newsletter		8 page quarterly newsletter, printed in-house.
Others To Be Determined		This is not an exhaustive list.
Postage	\$25,000	Includes postage, meter, and printing house (DMA) charges
Total Budget	\$285,000	
Total by Funding Source:		
Total State (General Fund)	\$0	
Total Dedicated	\$0	
Total Federal	\$285,000	

* denotes that the item is included in the outside public relations and marketing contract (\$250,000 total).

⁵ Cost for creation of new and updated publications are included under the Public Relations "Other Activities" line item

J. Implementation

The Governor's Council for People with Disabilities uses the above vehicles to communicate with a variety of audiences. Some of these are regular activities and some require special action.

1. Regular Activities

The following activities occur on a regular basis. Content must be supplied by the Council, but the vehicles are available on a regular basis.

- Website updated at least monthly
- Annual report prepared
- Annual Fall conference
- Annual awards ceremony
- Monthly issues of the *On Target* newsletter. This is our most regular publication vehicle. Special topics should be submitted as they arise.
- Annual March Disability Awareness Month campaign
- Bi-weekly electronic newsletter
- Ongoing Partners in Policymaking training sessions.

2. Special Action Form

The Communication Request form included in this plan is intended to help people focus a request to the Governor's Council for People with Disabilities. Individuals are asked to read the material in this plan, then complete the form telling who they'd like to contact, why that contact is needed, what vehicle is preferred, and what messages they would like to convey. Further dialog will be necessary, but this form can begin to focus the discussion.

3. Communications Calendar

2010 Communication Calendar		
Month	Communication Event	
January	<i>On Target</i> Quarterly Board performance report	PIP Class meeting New application for Partners released
February	<i>On Target</i> Board of Directors meeting	PIP Class meeting
March (DAM)	<i>On Target</i> PIP Newsletter	PIP Class meeting Disability Awareness Month
April	<i>On Target</i> Quarterly Board progress report Distribute PIP news release	PIP Class meeting
May	<i>On Target</i> Board of Directors meeting	PIP Class graduates
June	<i>On Target</i> PIP Newsletter	Select New Partners
July	<i>On Target</i> Quarterly Board progress report	Call agencies for Board members
August	<i>On Target</i> Board of Directors meeting	Newsletter brief for conference Conference registration forms (2 months out)
September	<i>On Target</i> PIP Newsletter	Award winners selected
October	<i>On Target</i> Quarterly Board progress report	PIP class meeting
November	<i>On Target</i> State-wide conference	PIP class meeting MDAM order forms out
December	<i>On Target</i> PIP Newsletter	PIP class meeting

Governor's Council for People with Disabilities

Outgoing Communications Menu

Audience

Government

- ☐ Government Agency
- ☐ Board of Directors
- ☐ Council Staff
- ☐ Local Government Officials
- ☐ State Appointed or Elected Officials
- ☐ Federal Appointed or Elected Officials

Community

- ☐ People with Disabilities
- ☐ PIP Attendees or Graduates
- ☐ Non-Disability Related State or National Organization
- ☐ Issue Specific Organization
- ☐ Business Community
- ☐ Educational Institution
- ☐ Media

Partners

- ☐ Project Partner
- ☐ Non-Government State or National Disability Organization

Vehicle

- | | |
|--|---|
| <input type="checkbox"/> Website | <input type="checkbox"/> Partners in Policymaking Academy |
| <input type="checkbox"/> <i>On Target</i> Newsletter | <input type="checkbox"/> Annual Conference |
| <input type="checkbox"/> Email / E-Newsletter | <input type="checkbox"/> Annual Awards Ceremony |
| <input type="checkbox"/> Disability Awareness Month | <input type="checkbox"/> Press Release |
| <input type="checkbox"/> Annual Report | <input type="checkbox"/> Public Policy Seminar |
| <input type="checkbox"/> Council Display | |

Deadline: _____

Purpose: _____

Key Messages: 1. _____
2. _____
3. _____

Responsibilities: